



**Internship report**  
**On**  
**Recruitment and Selection**  
**Process at**  
**Norwest Industries Ltd.**





**Prepared for:**

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## Letter of Transmittal

Date:

To

Rezaur Razzak  
Associate Professor  
BRAC Business School  
BRAC University  
66, Mohakhali, Dhaka

Subject: Submission of Internship Report “Recruitment and Selection Process at Norwest Industries Ltd.

Dear Sir,

I would like to thank you for supervising and helping me throughout my internship program in completing my MBA. This internship program has given me opportunity to experience one of the latest and unexplored areas of business in Bangladesh and has expanded my present knowledge manifold.

This report is a study on ‘Recruitment and Selection Process at Norwest Ind. Ltd.’ with special focusing on organizational as well as managerial skill with which I was assigned during my internship. The report also contains in-depth review of the human resource practices in the Norwest Ind. Ltd.

Please feel free in contacting me if you have any queries. I would be glad to provide any clarification regarding the project.

Thank you.

Sincerely,  
M Taslim Uddin Chowdhury  
ID-10264003  
MBA  
BRAC University

## Acknowledgement

All praise to God, the almighty, and the merciful. Without his blessing and endorsement this report would not have been accomplished.

The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my on the job supervisor Mr. F. K. Siddiki for guiding me in Norwest Ind. Ltd. during my Internship. Without his help this report would not have been accomplished.

Then I would like to thanks to my university supervisor, Rezaur Razzak for helping me completing my internship report on “Recruitment and Selection Process at Norwest Ind. Ltd”.

I also, thank my colleague who helped me by providing informative instructions. I was closely attached with them during my internship tenure. Without them this project would have been very difficult.

I also, thanks to my parents, and some friends who keep on this long process with me, always offer support.

And finally I also express my sincere gratitude to all those who participated to prepare the report.

## **Executive summary**

As part of my MBA program, I have completed my three months internship program from a well known industry named “Norwest industries Ltd.”. During my internship period in “Norwest industries Ltd.”, I have gained valuable knowledge and experience in the field of Human Resource. So based on my learning and experience from the organization. I have completed my internship report on the recruitment and selection activities of “Norwest industries Ltd.”. In this paper I have tried to focus and analyze the core Human Resource functions of “Norwest industries Ltd.” and what kind of value added services they are providing to their employees. In the report I have discussed what kind of activities I have done describes in details. The services include CV screening, Data entry, Job posting, Assist in interviews, Joining formalities, Helps to candidate in the time of joining etc.

In CV screening I have basically discussed about the Executive Search of candidates from BD jobs or other relevant sources .In Norwest joining process is very strict and confidential. In case of training I have tried to explain the different area of recruitment and selection. These are: current situation of recruitment, how to advertise and attract candidates, succession planning etc. In methodology I have mentioned 30 population size and 7 sample size. In recommendations how the industry can improve and also give some suggestions. In this report the problems, scope, limitations and various analyses are also done.

In this report I have also tried to analyze the benefits of these services as well as my learning from the organization. From my personal view the learning aspect was fruitful and the experience there will help me in the future. I have learnt many aspects of HR, working with different sections of the company. Mainly working with recruitment and selection section of the company was a great learning opportunity.

# CHAPTER-1

## Introduction of Report

### 1.1 Introduction

As a part of Internship Program of Masters of Business Administration at BRAC Business School, BRAC University, I was assigned for doing my internship in Norwest industries Ltd. . My program started from May 26<sup>th</sup>, 2013 to August 27<sup>th</sup>, 2013 selected by the Career Service Office of the BRAC University. In Norwest industries Ltd, I was assigned with Human Resource Department where my organizational supervisor was F.K.Siddiky GM (HRD & M). My project was on "Recruitment and Selection Process at Norwest industries Ltd.". This was given by my faculty supervisor Mr. Rezaur Razzak, Lecturer of BRAC Business School, BRAC University.

### 1.2 Objectives

The objective of the report is to discuss the Human Resource Policy in Norwest industries Ltd. in relation to Human Resource practices.

**Specific objectives include the following:**

- To find out the problems regarding recruitment and Selection practices
- To resolve problems of managing talent pool
- To make the departments leaner and target-oriented.

## **1.3 Methodology**

### **Type of data collected for the report:**

#### **1.3.1 Secondary data analysis:**

In this report I have basically focused on secondary data analysis. This means the information of this report has been collected from company database and company past record files. Also data collected from Human Resource Manual and textbooks from various libraries.

#### **1.3.2 Primary data analysis:**

For the main prospect of my report I have decided to use primary data analysis. For this I have structured a small survey using the “descriptive research design” in the perspective of recruitment and selection department of the company. I also interviewed my on the job supervisor Mr. F.K.Siddiky, GM (HRD &M).

**The research itself is both the mixture of Quantitative & Qualitative research:**

**In the qualitative part it is an unstructured, exploratory research methodology based on small samples** indented to provide insight and understanding of the selection and recruitment department’s activity.

But in case of qualitative side I have used structured questioner method and used standard sample size from the population of the whole recruitment and selection department

As I have mentioned before the research design I have used in this analysis is “Descriptive Research Design”

**Under descriptive research design we know there are two types of methods are normally used they are:**

## 1. Survey method

## 2. Observation method

For my analysis I have used the survey method. This method works by obtaining information based on questioning of respondents. Respondents are asked a variety of questions regarding their behavior, intentions, attitudes, awareness and motivations. Questions are basically asked either verbally or in writing or both in same time. In this case I have decided to use the structured questioner format and asked the questions both verbally and allowed them to write the answers.

I followed also the observation method, where I have learned many things by the official environments and colleagues. Observation also based on personal experiences shared by the fellow in the Group.

## 1.4 Scopes

The report entirely discusses the current service offered by “Norwest industries Ltd.” and how they perform different HR practices at “Norwest industries Ltd.”. The report discusses the current recruitment policies of the Norwest industries Ltd. at its top, mid and entry management level employees. The work is not based on any other garment manufacturing factory otherwise mentioned, or does not include blue-collar labor force at Norwest industries Ltd. Also, it does not try to discuss or conclude on any policies that does not affect the recruitment of management employees at any rate. All policies of Human Resource other than recruitment are excluded in this report. (Information source -“Marketing Research”)

## 1.5 Limitations

- The study is undertaken considering ins and outs of the Human Resource practices based on the Human Resource Manual of Norwest industries Ltd and on personal experiences shared by the fellow in the Group. Personal biases and inconsistencies in the HR Manual with the current practices may be possible setbacks.

- A relatively short period of internship may also be a reason to possibly overlook certain misunderstandings or unfound details that may be of valued importance.
- Unavailability of data could be due to engagement of the current employees in Norwest industries Ltd. Experienced employees could have provided the required data.
- A good number of entrepreneurs are themselves ignorant about using the HR policies not only to recruit and put employees on payroll, but also to help them achieve their goal the swiftest of ways possible. Due to shortage of time and opportunity collected data could not be possible to compare with the data from other entrepreneurs.
- Data collection was complicated due to high turnover rate. Turnover ratio calculation was not possible due to poor record keeping.

# CHAPTER-2

## Organizational Overview

### **2. About the company:**

Norwest industries Ltd is 100% manufacturing industries, is specialized in manufacturing all types of Wears of woven items of reputed for international market. The company first manufacturing unit was established in 2003.

Customer is their focus. Norwest industries Ltd growth and development will be determined by the growth of their customers. To comply with their customers requirement they have experienced and semi-skilled machine operators. Norwest industries Ltd organizes in house training programs for all staffs and workers to achieve quality standards and production efficiency.

### **2.1 History:**

The first manufacturing facility Norwest industries Ltd was established in 2003 and over the last five years three more units have been added.

### **2.2 Vision statement:**

Developing and promoting the ready-made apparel sector. Creating customers need through manufacturing and supplying quality products.

### **2.3 Mission Statement:**

Our endeavor will continue to ensure quality and high standard in every activity whatever we are engaged with.

## 2.4 Objectives of Norwest industries Ltd:

- ☐ Create a favorable image of world as a high quality garments manufacturer and supplier.
- ☐ Follow The Quality With in Time.
- ☐ To expand its business from one whole seller outlet of European, UK and USA market.
- ☐ Train and develop a motivated and skilled workforce considering the “Quality of life” for the employees.

## 2.5 Production Capacity:

Implementing the latest development in manufacturing technology, the company always thrives to remain at par with world-class standards. The state-of-the-art facilities combined with efficient manpower is their focus. The company is committed to produce at the highest quantity with quality. The monthly production capacity of the company:

No. of Employee : 3,900 (Female 70% & Male 30%)

Production Line : 16

Work Space : 3, 08,000 square feet

Machine : 2,957 No.

## 2.6 Organization:

Norwest industry Ltd. employs over three thousand skilled workers and around five hundred supervisory managerial staffs in its production facilities and corporate head office. Marketing, production, procurement, finance, shipping, human resources, Administration, and information systems sections are located in Corporate Head Office and are staffed and managed by competent professionals. The production team comprises of skilled labors, and around seventy percent of the workforce in women. The managerial staff consists of a healthy combination of national and international recruits, focused to provide Norwest industries Ltd the capability necessary to successfully compete in global manufacturing and export.

Excellent salary structure supplemented with performance incentives motivates workers to achieve the highest level of productivity.

## **2.7 Design & Development:**

Norwest industries Ltd partner its clients in translating designers' sketches, images as well as originals samples for their range presentation meeting. These samples are developed using yarns mainly suggested by customers or, in some cases by Norwest industries Ltd, Based on the visit to yarn fairs. Design inputs are acquired from visits to yarn and garment fairs, trade publications as well as from the Internet. A sampling department with some efficient employee enables quick turnaround of sampling request.

**CAD** (Computer Aided Design) system is used some sphere of the design & development process of the samples as well as the final output.

## **2.8 Clients:**

The Company is proud to have the reputed names of the apparel market in our products of many famous brands, as follows:

OLIVER, ESPRIT, Next, G-star, J&J, Bestseller, Tommy etc are there buyers. So they are very sincere about their Quality.

## **2.9 Production Facilities:**

Modernistic women apparel manufacturing techniques have been customized to comply with Norwest industries Ltd production process and adopted in its facilities to ensure optimum efficiency.

Norwest industries Ltd uses precision machines to ensure its production and well equipped with all required machines of its own. There are also some specialized machines for special Norwest industries Ltd has pocket welt, Blind stitch, Pressing puller, Garments press, Bias and clothing, Metal detector, Setting Machine, (Pant Finishing ),Rhine Stone, Fixing and some other rare and valuable machines.

## **2.10 Quality Assurance:**

Focus is on quality rather than quantity. They are committed to produce at the highest level & never compromise quality with quantity. They have earned a reputation for being a marker of quality garments in our never ending quest for quality Norwest industries Ltd ensures strict quality control measures where each product has to go through a series of thorough scrutiny. Here they try to make products that not only meet their clients required criteria but also give them recognition to their Quality Management System, they have achieved **ISO 9001:2000** Standard Certificate, This has resulted in fundamental change in the way they operate, from top level management reporting to training and development of the machine operators, to being proactive about waste management's for a healthy environment.



# CHAPTER-3

## Job Description

### **3.1Job Description:**

#### **3.1.1Role and Responsibilities:**

In my 3 months of work experience I go through different responsibilities, one to one conversation, team meeting etc. I also screened the CV's of the candidates; short listed them, and called them for interview, job posting in BD jobs and so on. Assist HR Manager in recruitment of Management staffs, Short-list the CVs from available sources. Arrange interview date, time, and venue and panel for interview and coordinate accordingly.

Provide support to all the training projects and help in the executive search projects. Also provide support to the other sectors as well.

#### **3.1.2Organizational analysis:**

A lot of success in very short period of time. HR in this kind of industry recently established. But it doing a great job and authority also understand the necessity of Human Resource Department. From my experience in “Norwest industries Ltd.” I have learnt the demand of human resource outsourcing, executive search, data entry and training in the business world. By working with them in various projects I have learnt that now a day's employers are looking for fast and efficient means of HR related solutions. So, HR is continuously developing. “Norwest industries Ltd.” has proved to be one of the leading providers of such HR services and accomplished

The team of “Employee Relation and Talent management” may be a small team in comparison to number but the work efficiency is incredible and very organized in nature. This is one of the curtail factors of their success.

### **3.2 Personal experiences:**

It has been a great privilege to have worked in an industry like “Norwest industries Ltd.”. It is a very good work place. What I have admired the most is that during my time in the company I had the learning scope. There is a great potentiality to learn many of the HR aspects with wide vision. Although I was assigned under the recruitment program, but I also screened the CV’s of the candidates; short listed them, and called them for interview, job posting in BD jobs and so on. Assist HR Manager in recruitment of Management staffs, Intern. Short-list the CVs from available sources. Arrange interview date, time, and venue and panel for interview and coordinate accordingly.

With the full support and permission of my supervisor I helped all the HR departments and the senior associates in various projects. They did not treat me as an intern rather they allowed to those tasks which their employees often do.

I have helped my team by working beside them in various projects and corporate presentations. The time which I have spent with the HR team has led me to understand a lot of HR issues which managers and top level management has to dealt with all the time and ways to solve them by creating and effective guideline. I have also learnt some of the different type of informal tasks like arranging application form, information form, interview rating form etc conducted in various types of organizations and how industry to industry recruitment can differ. It has given me an insight to a lot of issues which big organizations face and how organizations such as “Norwest industries Ltd.” helps them in solving recruitment related problems. Normally setting up a recruitment program takes a lot time and hard work; first we must find out the requisition from different department. Then if we think we need new employee then arrange for the interview.

There are two ways of hiring –external and internal hiring. Sometimes we contact HR consultancy for Hear hunting. Different types of hiring programs, based on their level of the designation. A recruitment session could last to 3-4days or even an entire week sometimes.

In case of candidate search, the experience was very insightful and interesting. I had the opportunity to work in many important tasks like-help them joining the candidates in a new post. I had to check their original documents, certificates, medical reports, national ID and so on for

verification Though this process I learnt a lot about different job description formats of different big companies. Before making phone calls and offering job to the candidates it is essential to learn about the job post and its responsibilities. In short it is essential to study the job description format provided by the client company. This has helped me to learn about the various posts and level of jobs exists in the market, the requirements and qualifications. These are some of the valuable knowledge which I couldn't have learnt if I had not participated in such projects.

I was also associated in CV entry activity of the organization. I played a major role in sorting out the CV's which comes from BD jobs and other sources every day. It is important to sort and store the CV's to the database of "Norwest industries Ltd." for future use. During my time in the organization I also learnt to write official mail.

The entire experience was very insightful and I had learnt a lot from my experience during this internship period.

# **CHAPTER-4**

## **Recruitment and Selection**

### **4.1 Recruitment and Selection**

This Recruitment and Selection Policy has been framed with the view of recruiting and selecting people who have a strong desire to achieve The Norwest industries Ltd's vision, and who will assist us in achieving the business results. The main difference between recruitment and selection is recruitment is positive processes where candidates are attracted for the post apply there. On the other hand selection is a negative process where competition arises and candidates compete with each other and meritorious candidates get job.

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

#### **4.1.1 Procedure**

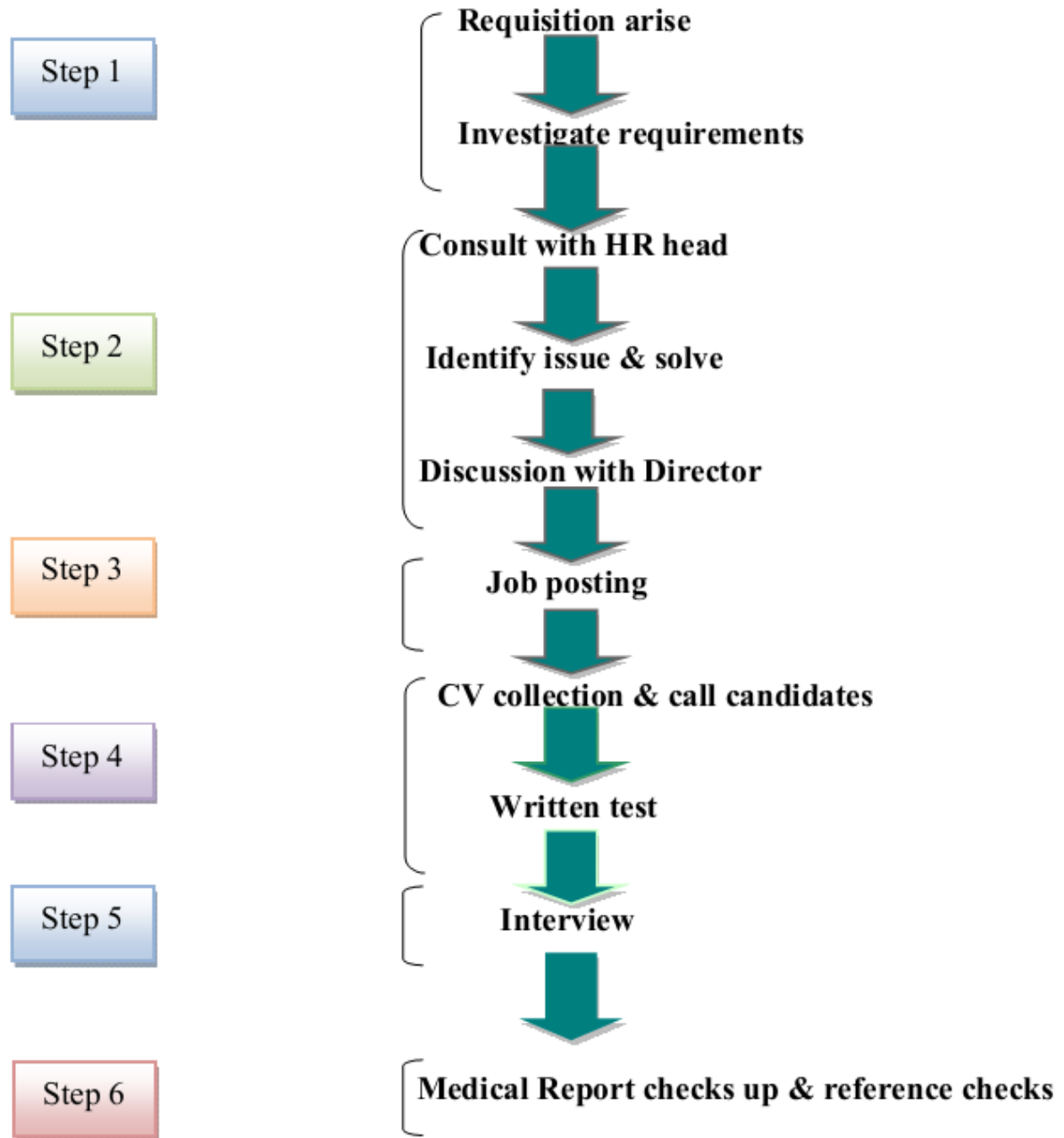
Minimum requirements are detailed throughout this policy and include:

1. The position is defined and justified by the requisitioning Business Unit Head / Function Head and authorized and processed by Human Resource Department.
2. The position is advertised unless a person has been identified through the succession planning process or other business requirements.
3. The Business Unit Head / Function Head are involved in the recruitment and selection decision. As a minimum, at least one other person from the Business.

Unit/Function, competent in the recruitment process, should assist beside the authorized person from HR Department.

4. Pre-requisite skills, qualifications, experience, competencies and other The Norwest industries Ltd. or legislative requirements are met and documented
5. At least 2 reference checks and medical checkup are completed and documented
6. Offers are approved and made by Head of HR and in some special cases by the Managing Director
7. All people, whether internally or externally recruited, are inducted through employee orientation program.

## Executive Search & candidate selection process:



#### **4.1.2 Current Recruitment Process:**

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form has to be completed and a copy of it has to be sent to Manager, ER & Talent Management at the Office who finds out if there is any suitable candidate already working in the company for whom a transfer to the vacant position would mean either a promotion or better prospect promotion. Manager, ER & Talent Management returns the Requisition Form with his comments to the requiring department at the earliest.

#### **4.1.3 Succession planning:**

The Norwest industries Ltd. has succession planning which is a tool to assist with planning company's future people needs. Within the succession planning process, potential successors are identified for certain management positions. When such a position becomes vacant, an individual may be approached about the vacancy. However, this may not preclude advertisement, or consideration of people who respond to that advertisement. Vacant positions not filled through the succession process are advertised.

It is the BU Head/Function/Line Manager who will work with the new person. That's why the BU Head/Function /Line Manager are involved fully in recruitment and induction. The BU Head/Function/Line Manager depends upon the people that they recruit to assist them in achieving their MOs and KPIs or action plans. The BU Head/Function/Line Manager is in the best position to assess the candidate's technical ability as well as the candidate's "fit" into the team.

Recruitment Standards for different positions will be available with the HR Department which should be strictly adhered to and no deviation there from should be made without the approval of the Head of HR.

It is the responsibility of the Head of HR to review and update the Recruitment Standard from time to time. Such standards would not be applicable to existing employees but for promotion cases, the set standards except the educational qualification should be considered.

When a vacancy comes about within the approved establishment and it is deemed necessary to fill in the vacancy, the Employee Requisition Form (Annexure-I) should be completed and a copy thereof should be sent to Manager, ER & Talent Management at the Corporate Office who should find out if there is any suitable candidate already working in the company for whom a transfer to the vacant position would mean either a promotion or better prospect promotion. Manager, ER & Talent Management will return the Requisition Form with his comments to the requiring department at the earliest. Recruitment procedure will then be set in motion where replacement of existing employee is not possible.

While hiring, preference is given first to employees working for the Company. The fact that a qualified employee is doing essential work in a position that may be harder to fill than the current open position may be an influencing factor, but when making such decisions supervisors must be careful in order not to block career advancement merely for immediate convenience.

Each BU Head / Functional Head has involvement in the selection process, since their assessments of employee performance directly influence the BU / Function operations.

However, the following guidelines to be followed in the promotion selection process:

- Promotions will be based upon merit.
- Evaluations must be job-related.
- Supervisors must consider as many potential candidates as necessary to assure high quality candidates.
- Management retains the right to select or not select candidates from any source it considers appropriate.
- Employees may be moved to different Business Units / Functions/ departments by transfer or promotion. If the move is not a promotion then the transfer should not cause an increase in salary.

#### **4.1.4 Attracting the Candidates: Internal versus External Advertising**

The objective is to recruit the best person for the position. Therefore it is always better to advertise the position unless a person has already been identified through the succession planning process or other business requirements.

It's easy to overlook an internal candidate, yet placing an internal advertisement is at no expense, so internally the position may be advertised if deemed appropriate on Notice Boards at all Company Locations as per attached format. This way, everyone is given a fair opportunity to have their application evaluated on its merits, and it can be a good opportunity to talk to the person about their career aspirations.

Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if it is believed that there is no candidate within the

Norwest industries Ltd. who is suitable for the role, the advertisement should be done externally as well as internally. It may be chosen to advertise internally and externally at the same time if there is a tight time frame.

#### **4.1.5 How to Advertise**

Once the recruitment is approved, an advertisement needs to be drafted based on the skills, qualifications, experience and competencies as have been identified and specified in the respective job descriptions a common template is been used designed by HR Department., ER Manager & Talent Management would draft out the advertisement and arrange for publishing the same.

#### **4.1.6 Screening and Selection of Applicants**

On receipt of employment applications may they be in response to the advertisement, through mail, e-mail, web-site or by hand, Manager, ER & Talent Management for Officers and above and BU HR Manager for the positions below the rank of Officers will arrange weighted scoring or preliminary interview as the case may be for the purpose of listing potential candidates. Depending on the level of the position, following screening procedures will be followed:

For the positions above Assistant Manager: preliminary interviews to assess technical (professional) and behavioral competencies.

For the positions of officers up to Assistant Managers: aptitude, technical (professional) and behavioral competencies, communication, psychological tests.

For the positions below officers: technical (professional), dexterity/mechanical aptitude, communication tests.

For those meeting the stipulated specifications and pass the tests as applicable will be recorded separately. Application being rejected in the initial scrutiny/screening tests or after preliminary interviews need not be informed.

For specified positions (HR Department) the candidates for the entry level position may have to go through the Assessment Centre.

Concerned Function/Department Head at the BU will then be forwarded with selected applicants for review and if necessary for future short listing of at least three suitable candidates. They have to be called for further interview along with the Function/Department Head of the requiring Department, if necessary.

Structured interview will be held in line with The company guidelines following interviewing techniques (Structured interview forms and questions are available with HR Department).

Such applicant shall be forwarded with the Norwest's standard application blank which he/she will be required to bring along duly completed with at the time of final interview.

If however, the applicants do not appropriately match the job requirement, the position shall be re-advertised and re-sourced.

Assessment of the interviews should be recorded on the Assessment Form and maintained by Manager, ER & Talent Management or BU HR Manager as applicable.

The HR Department or BU HR Department (as applicable) will verify the information offered by an applicant in his or her employment application. While it is preferable to do so before hiring an applicant, there are many examples, when verification may be received after hiring an employee.

All applicants should be advised that false statements on the Company's employment application form are grounds for immediate dismissal, regardless of length of employment before the falsification is discovered.

For Managers and above positions, Head of HR will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades. For very senior positions he will consult the Managing Director.

For the positions of officers' up to Assistant Manager, Manager, ER & Talent Management will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades having consented by Head of HR.

For the positions below officers level BU HR Manager will make final selection in agreement with the requisitioning BU/Function/Department Head and decide on appropriate salary grades having consulted Manager, ER& Talent Management.

# CHAPTER-5

## Analysis & Findings

### 5.1 PLEST Analysis:

#### 5.1.1 Political Factor:

Norwest basically check out the political situation where they want to export i.e. in case of selecting export country. They also consider other political issues like-

- Stability of those countries political environment
- Government's overall economic policy and changes in policies
- Government's position on marketing ethics
- Government view culture and religion
- Government involvement in regional trade agreements

After analyzing all these political issues they go for exporting as well as running operation business where they match with and also get benefit by generating more revenues.

#### 5.1.2 Legal Factors:

Norwest industries Ltd. also aware of legal issues that is why, they go for legal factor analyzing of the exporting countries. As we know that Statutes governing commerce vary by country, so it's essential to understand how they will affect on their export activities.

#### 5.1.3 Economical Factors:

Norwest industries Ltd. also analyze the economic factors of the exporting country. They mainly consider the state of the economy in which they are planning to enter. They look at- Interest rates.

- GDP growth
- Purchasing power
- Inflation rates
- Employment levels taxes and fees on foreign countries
- The cost of employee benefits
- Long-term economic prospects.

Generally, they come across about those countries economic condition, because achieving success in international business mainly depends on the economic condition of country. If economy goes well, they hope to run business effectively.

#### **5.1.4 Socio-cultural Factors:**

The social and cultural influences on business of exporting country may be very different from those of importing country. Cultures vary from different perspective like- dressing habit, language, religion based and so on. Based on these they enter in to new market where they can provide standard quality product. If culture varies, they have to go for modification. So prior to exporting, they identify the cultural factors.

- Language
- Dressing Habit
- Dominant religion and its influence on business
- Attitudes to foreign products and services

After analyzing these issues they enter in to new market and develop product for them. For example- in exporting countries like – UK, USA, China etc countries company think about their choice they are Christians and like to wear gown in wedding. But in our country, our tradition is not wearing gown in wedding.

#### **5.1.5 Technological Factors:**

Technological advances are one of the easiest ways of gaining advantage over competitors. The use of technology is vital to competitive advantage. So, Norwest industries Ltd. also seeks for new technology to use in those countries. So they consider these issues. Like-:

- Technology help reduce the cost products and services
- Technology offers them a new way to communicate with buyers.
- Electronic and social Media available advertise their industry name and products.

## **5.2 Job Satisfaction of Employees:**

I made a research on job satisfaction in the perception of employees. Through this research I wanted to know the satisfaction level of the present employees. My sample size is 7 and population size is 30. There are 2 teams in HR, one is ER & TM another one is C & B. I surveyed 4 ER & TM employees and 3 C & B employees. From both of the team 57% employees are satisfied and 48% are not satisfies with current position. Almost 85% needs promotion within 6months to 1 year. 85% employees think that hired employees can be overqualified. 85% employees are not satisfied with current salary. In ranking method most of the employees 1st choice is better salary and last choice is other benefits. 28% of the employees think that office location definitely causes disturbances. 85% of them mentioned that reporting officer is sometimes helpful. 85% is sometimes satisfied with their colleagues. 57% want to stay with Norwest only 3-4 years.

### **5.2.1 Herzberg Two Factor Theory:**

From this research, Herzberg suggested a two-step approach to understanding employee motivation and satisfaction:



### ▪ **Hygiene Factors**

Hygiene factors are based on the need to for a business to avoid unpleasantness at work. If these factors are considered inadequate by employees, then they can cause dissatisfaction with work.

#### **Hygiene factors include:**

- Company policy and administration
- Wages, salaries and other financial remuneration
- Quality of supervision
- Quality of inter-personal relations
- Working conditions
- Feelings of job security

Here, in ranking method most of the employees 1<sup>st</sup> choice is better salary and last choice is other benefits like provident fund, loan, medical facilities etc. Interpersonal relation is not also satisfactory. 6 of the employees said that they are sometimes satisfied with colleagues. 85% of them mentioned that reporting officer means supervisor is sometimes helpful.

### ▪ **Motivator Factors**

Motivator factors are based on an individual's need for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort.

**Motivator factors include:**

- Status
- Opportunity for advancement
- Gaining recognition
- Responsibility
- Sense of personal achievement & personal growth in a job

Here, 4 of the employees are satisfied with their status and other 3 are not. Almost every one wants personal growth in job within 6 months to 1 year.

**5.3 Findings:**

Recruitment policy in Norwest is too lengthy and the bureaucracy in terms of top management gets in the way of recruiting individuals on time for their job. The result of such activities delay recruitment in mid and top level management to at least 50 days for each time a post is announced vacant. Policies for Entry, Mid, and Senior Levels of Management are not segregated, let alone specialized from each other. There is a lack of quality CVs being submitted to Norwest for these positions. Also, Norwest is having problems managing its talent pool. High amount of Turnover and unanticipated requisition are constant problems in the organization that does not make Human Resource (HR) an ideal practice there. However, investment money is being heavily injected into the HR department. Besides, Norwest currently does not have a specialized marketing wing. It imposes the Public Relations (PR) on the HR department. Those reasons can cause economical loss for company. Organizational-Chart has not been updated for last 1 year. On the other hand

Job Descriptions are not updated on a regular basis. They recently updated their Job Descriptions and it causes huge problem. Recently they take initiatives to give Job Description to new employees.

One of the problems with this set up is that, this does not allow the Business Unit (BU) head to request for better benefits of such employees before they resign. One additional reason for this is that resigning without considerable prior notice is in practice in Norwest industries Ltd. This creates a problem of planning future workforce, both for the HR department and the BU Heads of the respective function. I have talked with 5 resigned employees why they are leaving this organization, 3 of them talk about better offer from other organization. 2 of them has distance problem.

There are also other problems I felt like is they do not give any vacation for traditional festival like-Shob-E- Borat, Puja, Merry Christmas, Buddha purnima etc. So socio cultural factors should be improved. They only provided with 2 Eid holidays. I think it is really a social problem and can create dispute among the employees. Experienced employees get more attractive remunerations and packages from other industry. Employees are not provided with sufficient technological support like- computer, laptop, equipments etc. By analyzing the legal factors, Norwest industries Ltd. should keep in mind that in Saudi Arabia the information on the product should be written from the “Right to left side” & word should be Arabic. So, if they don’t consider this factor before going to exporting, they will fall in great loss. In our country political instability also causes problem to the buyers. It also interrupts to deliver product in time. Turnover rate of Norwest is increasing day by day. For high turnover it was impossible to gather much important information.

# **CHAPTER-6**

## **Conclusion & Recommendations**

### **6.1. Conclusion**

From the above discussed HR policies and their recommended changes, Norwest industries Ltd. can achieve the dream they had been hoping for. Recruitment policies in Norwest industries Ltd. are tangled and create unnecessary delay in the progress. If the time required for recruiting can be decreased, operations can run smoother than they are at the moment. Decision making will become faster.

Also, another challenge for HR at Norwest industries Ltd. has been to recruit and contain talented management workers which can also be mended by proper recruiting of talents in the workplace.

Furthermore, the researcher identifies that, it is tough on the HR Unit to also work as the PR Unit when the HR Unit is responsible for 3,900 employees already. Thus, a segregation of duties is indeed a necessity. With all recommendations in place, Norwest industries Ltd. can have a more talented, leaner and more efficient management system.

## 6.2 Recommendations:

Although the HR activities of “Norwest industries Ltd.” is at satisfactory level at the present, but there is scope to enhance development both internally and externally. To streamline and strengthen overall activities of the factory the following areas have been identified:

### General Recommendations:

- Promotional activities should be focused through print media
- Company should sponsor more programs in magazines and corporate fairs.
- Should hire more HR Associates in the organization.
- Company should increase other facilities for job satisfaction.
- The company should conduct market research regularly to evaluate the market trend.
- Should give proper attention management of the interns in HR department.
- Reporting Officers should be more cooperative, cordial and friendly.
- For future the success of the firm depends on evolving innovative ways and resolving solutions to human resource problems.

### Specific Recommendations:

- Suitable candidates should be selected for particular posts.
- Proper attention should be given to strengthen HR department of the company.
- Socio-cultural activities can be developed to create better working atmosphere.

## References

### Reference books:-

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